

A NEW MILLENNIUM
A NEW BEGINNING

Annual Reports for 1998-1999 & 1999-2000



TENNESSEE DEPARTMENT OF HUMAN SERVICES

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Commissioner



Don Sundquist
Governor



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CHILD SUPPORT1-800-838-6911

Davidson County Residents & Contiguous Counties: (615) 253-4394

CHILD CARE RESOURCE & REFERRAL1-800-462-8261

Davidson County Residents: (615) 313-4820

FOOD STAMPS1-800-342-1784

Davidson County Residents: (615) 313-4888

TENNCARE1-800-669-1851

Davidson County Residents: (615) 741-4800

FAMILIES FIRST HELPLINE1-888-863-6178

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MISSION

The mission of the Tennessee Department of Human Services is to provide an effective system of services for disadvantaged, disabled and vulnerable Tennesseans to improve their quality of life.

VISION

To be an effective organization that improves the lives of Tennesseans through prevention and intervention services.

VALUES

We believe DHS should be customer-focused and advocates of personal responsibility. We believe that DHS should be accountable, plus a valued partner organization in providing compassionate services in a fair, responsible and respectful manner.

MAJOR GOALS

- Help customers achieve their highest economic potential.
- Prevent and reduce harm to vulnerable customers.
- Promote children's health and well-being.
- Improve the department's performance and efficiency.



Tennessee Department of Human Services, Authorization No. 345327, April 2001, 9,800 copies. This public document was promulgated at a cost of 54¢ per copy.

The Department of Human Services is committed to principles of equal opportunity, equal access, and affirmative action. Contact the Department of Human Services, EEO/AA-ADA Coordinator, 400 Deaderick Street, Citizens Plaza Building, 3rd Floor, Nashville, TN 37248-2000, (615) 313-5570 or V/TTY (615) 532-8569 for further information.

This annual report highlights many of our accomplishments during FY 1998-99 and FY 99-00. We have made a significant amount of progress over the last two years and I would like to thank all DHS employees for continuing to carry out our mission by providing quality service to those who need our help.

The Child Care program has undergone major changes. Most of you are probably aware of the comprehensive child care reforms that were approved by our General Assembly and signed into law by Governor Don Sundquist.

- Some of the key points of the new law include:
- Changes in the caregiver to child ratios for infants through two years in child care centers.
 - Criminal background checks for new operators, staff and substitutes.
 - Increased training requirements including pre-employment training for child care center directors and caregivers.
 - Liability and accident insurance for child care vehicles and facilities.
 - An annual report card for all licensed agencies.
 - An increase in child care licensing fees that will be used to provide additional training opportunities for providers.
 - A greater variety of enforcement tools such as civil penalties, partial suspensions and revocations.
 - Financial accountability requirements for providers receiving funds from the child care certificate program.

We are serious about improving the quality of child care in Tennessee. Our children deserve quality child care in environments that are safe, healthy and nurturing where stimulating and age-appropriate activities can help them learn and grow. This legislation goes a long way toward reaching that goal.

The Child Support program implemented a significant change in the way payments are processed. Effective October 1, 1999, a federal mandate required all states to have a central collection point for most child support payments. Prior to October 1, these payments were made at local court clerks' offices. During the first few weeks of this new initiative, we were processing 93 percent of the payments. Some payments did not process because custodial parents did not inform us about address changes or non-custodial parents and employers did not provide key identifying information with their payments. I appreciate the fact that when these problems occurred, DHS staff rolled up their sleeves and researched these cases quickly. This was absolutely necessary for the children who depend on these payments every day. I am pleased to report that as of mid-February 2000, more than 99 percent of all payments that have come into the system since October 1, 1999 have been identified and processed.

We now have approximately 58,000 families in the Families First program. Tennessee's Families First program has been nationally recognized as one of the best in the nation because of your efforts. For FY '98, we ranked third in the country for placing 63% of welfare recipients into jobs. Our performance improved in FY'99, when 65 % of recipients entered the workforce.

We constantly re-examine the program to determine what services are needed by the remaining clients. To address the needs of our clients with challenging employment barriers, such as domestic violence, substance abuse, mental health problems and learning disabilities, we implemented Family Services Counseling last year. Since this program has been underway, we have had more than 7,600 referrals. Not only does this show there was a real need for these services, it demonstrates the good work case managers are doing to ensure these services are available to clients. And to further assist individuals with disabilities, the Division of Rehabilitation Services has committed a counselor to each Families First office to help case managers with any questions. These services were a missing piece in the long-term success of Families First.

Transportation has also been a barrier to self-sufficiency for some of our Families First customers. DHS recently established the First Wheels revolving loan fund to help clients from across the state purchase cars through interest-free loans. Since the First Wheels program rolled into action in April 2000, more than 167 participants have qualified for car loans.

During FY 1998-99, we successfully completed the implementation of the Electronic Benefit Transfer (EBT) program. Food Stamps and Families First benefits are now placed on an EBT card that our customers use much like a debit or bankcard. With the excellent planning that went into this project and assistance from the UT Agricultural Extension Service, this program was implemented statewide three years before the 2002 federal mandate.

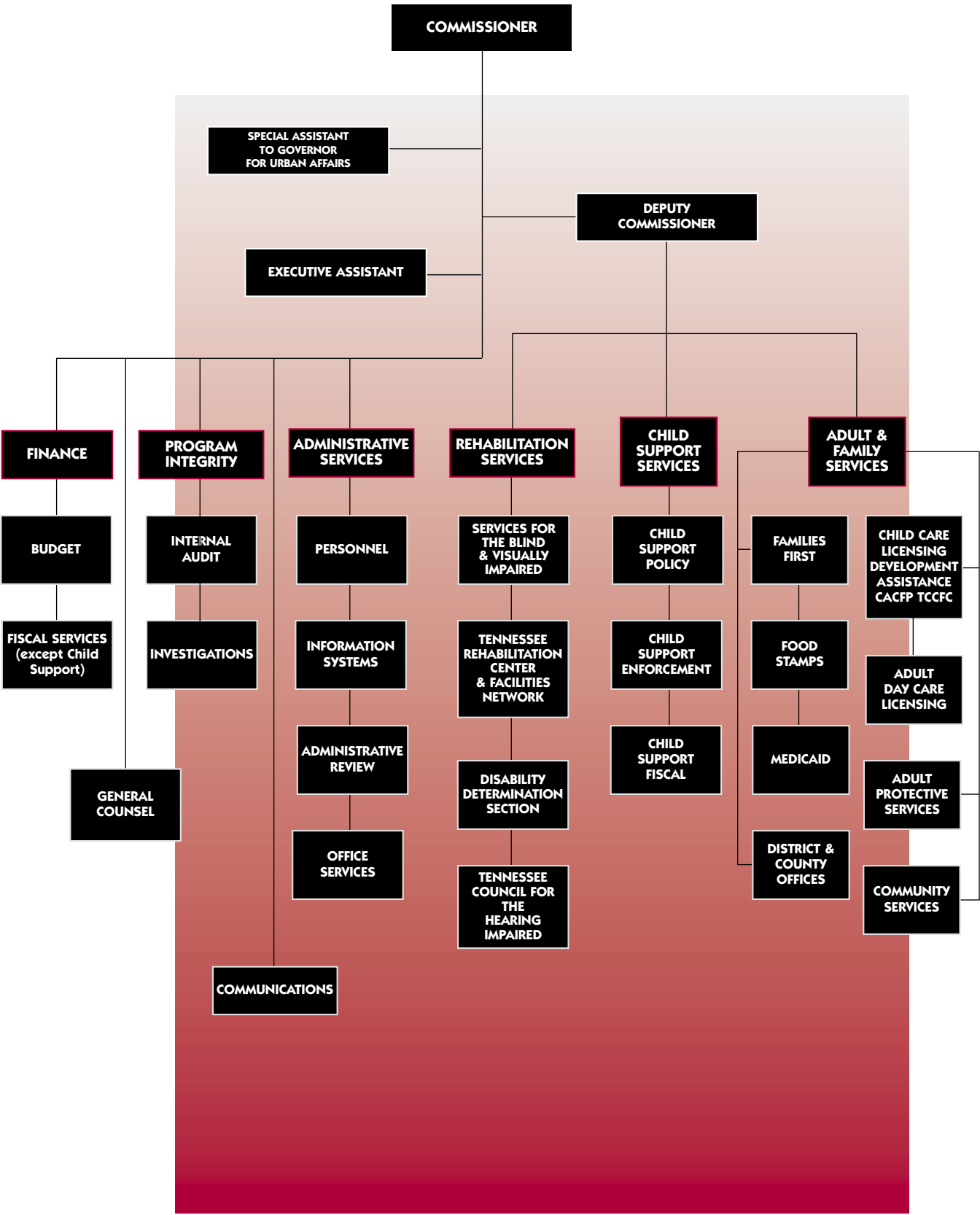
Workforce Development is another new initiative that is underway, and DHS is a very active and committed partner. The Workforce Development System will offer better-coordinated opportunities to our customers and the employees who need them as workers. DHS staff represent the Families First and Rehabilitation Services programs on each local workforce investment board. In addition, these programs have placed staff in each of the 14 Comprehensive Career Centers.

We have come a long way over the last few years and we must continue the momentum. Our challenges for the future are to:

- explore and embrace opportunities to improve the way we conduct business.
- maximize our use of available resources to improve the lives of our clients, and
- support a positive and productive work environment.

Together we can build on the successes of the past and progress in this new millennium.

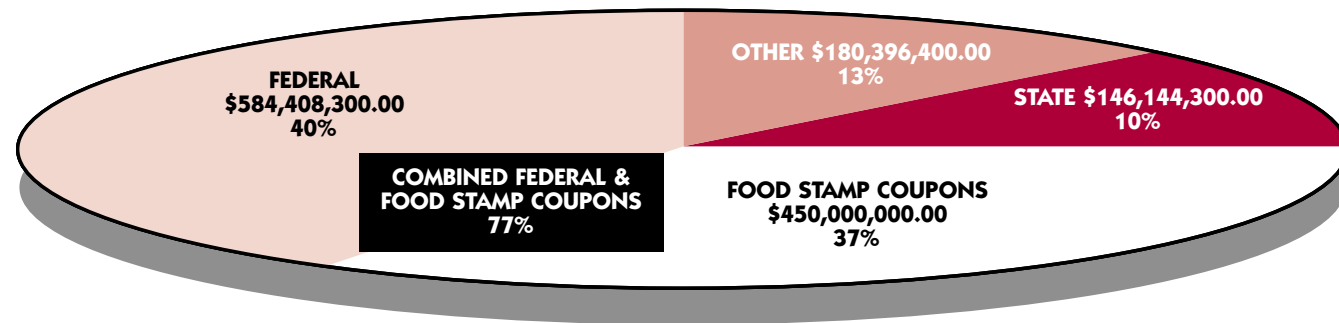
Natasha K. Metcalfe



WHERE DHS FUNDS COME FROM

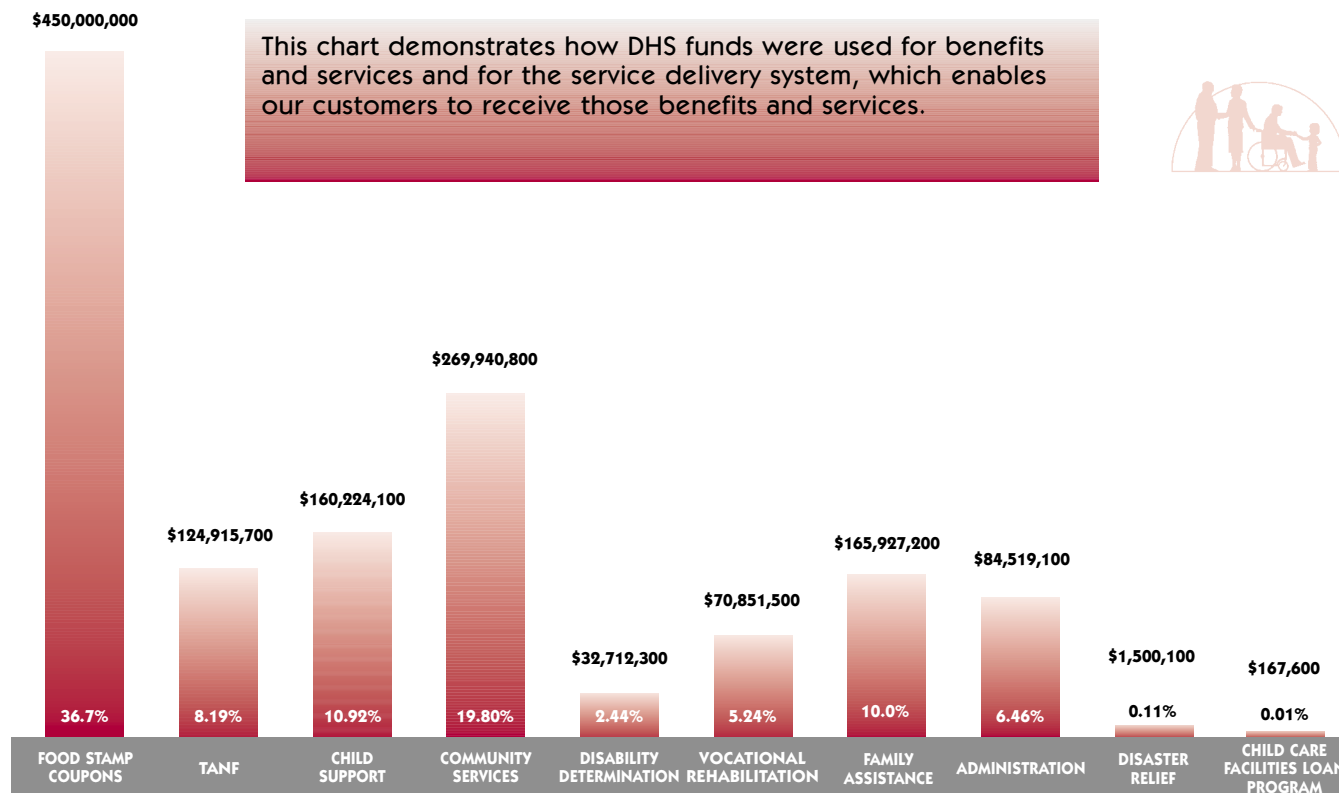
As indicated in this diagram, state funds appropriated directly to the Department of Human Services by the Tennessee General Assembly amounted to 10 percent of our total funding during the 1999-2000 Fiscal Year. Most of these state dollars were used to "match" other dollars we received for the delivery of our programs and services. In general, one dollar of DHS funds can be matched with three and one third dollars of federal funds.

TOTAL:
\$1,360,758,300.00



WHERE DHS FUNDS GO

This chart demonstrates how DHS funds were used for benefits and services and for the service delivery system, which enables our customers to receive those benefits and services.



DHS LAUNCHES NEW CHILD CARE WEB DIRECTORY TO HELP PARENTS

Parents looking for child care can now find information online about providers in Tennessee. First Lady Martha Sundquist joined the Tennessee Department of Human Services in launching a new directory via the agency's official web site.



The directory can be accessed by visiting the Human Services web site at www.state.tn.us/humanserv. The directory features a user-friendly listing of all licensed and registered child care providers in the state.

Parents in all regions of the state or country can access general information, including addresses, hours of operation, type of facility and capacity. The information is accessible 24 hours a day, 7 days a week on any computer with Internet access. Parents will be able to click on a specific county, and then a zip code, and review basic information on the facilities within that zip code," Human Services Commissioner Natasha Metcalf said.

"We want to give parents basic information on licensed and registered providers in order to better assist them in locating and making child care arrangements. This is another step toward that goal and we hope parents will be as excited as we are about this project."

Anyone who needs additional information about providers, such as how long they've been in business or how many complaints, if any, have been filed against them should contact their county DHS office or the Child Care Resource and Referral/Complaint Line office. The toll-free, statewide number is 1 (800) 462-8261; in the Nashville area, the number is (615) 313-4820. The Resource and Referral office is open from 7 am to 5 pm Central time, Monday through Friday to help parents without Internet access find and learn more about child care providers.



Commissioner Metcalf instructs two parents on how to use the new child care web directory as Mrs. Sundquist looks on.

Ed Lake, Assistant Commissioner

This division has more than 2,400 dedicated employees in Field Services who work in the Family Assistance (Families First, Food Stamps, Medicaid), Child Care Licensing, and Adult Protective Services (APS) programs. These services are accessible in all 95 counties.

Employees in the Community Services section develop policy and provide guidance for child care, adult day care, and Adult Protective Services. Personnel within the section also approve funding for a wide range of community social services by developing contracts with local providers. The funding comes from federal block grants and other federal programs.

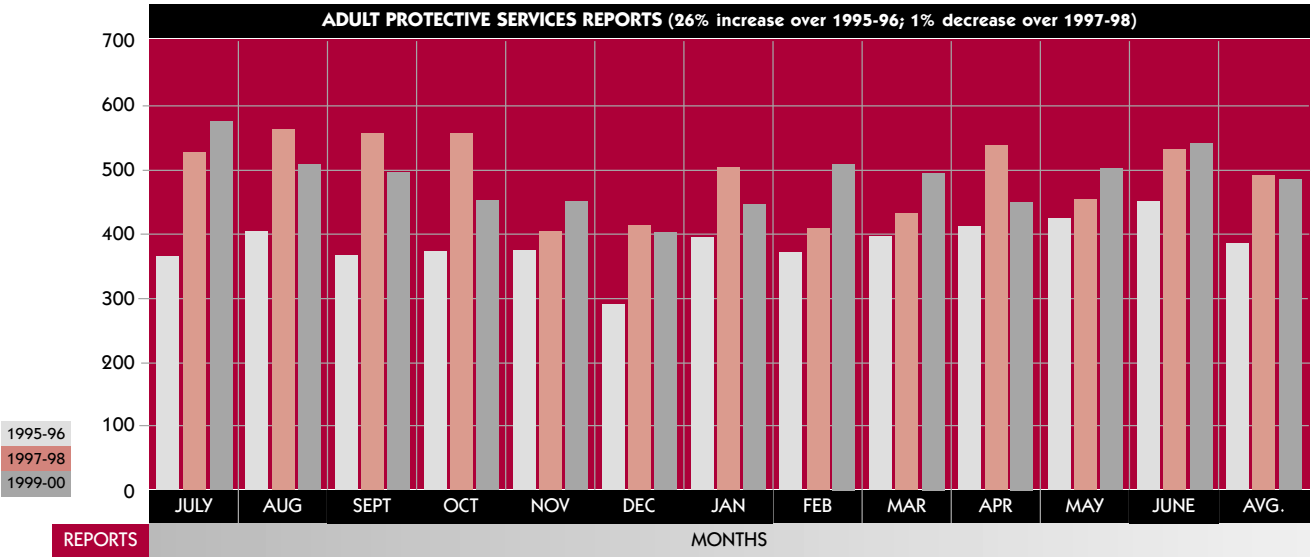
ADULT PROTECTIVE SERVICES PROGRAM

APS provides assistance to vulnerable adults who are abused, neglected, or financially exploited and unable to protect themselves due to mental or physical impairments or advanced age.

During 1998, of those reported to APS, approximately 34 percent lived alone and 39 percent lived with relatives or a spouse. In 1999, approximately 36 percent lived alone and 46 percent lived with relatives or a spouse. Performance reviews for 1998-1999 and 1999-2000 found that 58 percent of the reports were valid and involved vulnerable adults who needed APS. Also during 1998-99, 97 percent of referrals assigned required an APS investigation. In 1999-2000, 99 percent of referrals assigned required an APS investigation.

Other program milestones include the following:

- The increased referrals were processed in a timely manner and counselors continue to manage extensive caseloads resulting from the FY 1996 development of the statewide reporting system.
- Data and reports available through the Adult and Community Services System (ACSS) enhanced supervision and program management.
- APS staff statewide received specialized skills building training on investigating maltreatment of clients with communication difficulties.
- In order for staff to effectively recognize dangers to clients and intervene appropriately, the majority of APS staff received specialized training which included information on understanding hoarding behaviors and the risks of those behaviors.
- Computer programming was completed which produces a report allowing APS to track reductions in risks to APS clients, the key purpose of our intervention. This baseline report for 1999-2000 showed that 4 out of every 5 valid cases in which services were accepted were closed with risks to the client reduced.
- An interagency state work group was organized to improve the coordinated response to abuse in facilities in Tennessee.
- The Eighth Annual Elder Abuse Institute, supported through a partnership with Tennessee State University and TDHS, again provided national experts and training for APS staff and community agencies.



ADULT DAY CARE LICENSURE PROGRAM

The purpose of adult day care is to provide services designed to maintain or restore each adult's optimal capacity for self-care through medical or social services. One of the requirements of licensure is that an adult day care center have 10 or more participants. (Currently there are approximately 50 adult day care centers in Tennessee, but only 25 of these centers have 10 or more participants.). It is estimated that approximately 750 participants are served by adult day care centers in Tennessee.

In February 2000, the Adult Day Care program standards became effective. Licensing procedures have been initiated and all known centers filed for their initial licenses.

ENERGY AND FOOD PROGRAMS

Child and Adult Care Food Program

The Child and Adult Care Food Program provides reimbursements to eligible entities for the costs of serving meals to participants who meet age, income, and other program requirements. During Federal Fiscal Year 1999, over 775 child and adult care centers, 2,000 day care homes, two emergency shelters, and 90 after school programs for at-risk children participated in the program. During Federal Fiscal Year 2000, over 949 child and adult care centers, 1,792 day care homes, four emergency shelters, and 90 after school programs for at-risk children participated in the program. The program provides meal services for an average of 50,000 participants each day.

Summer Food Service Program

The Summer Food Service Program provides reimbursements to eligible entities for serving nutritious meals to children during the summer vacation period. During the 1999 program, a total of 1,150 sites participated in the program and served an average of 44,200 children each day. During the 2000 program, a total of 1,203 sites participated in the program and served an average of 46,036 children each day.

Low Income Home Energy Assistance Program

The Low Income Home Energy Assistance Program assists low-income households with their home energy bills. Priority is given to income level; number in the household; amount expended for home energy; and presence of frail elderly, infants and disabled persons in the household.

During the 1998-99 program year, a total of 74,346 households received assistance. This included 30,852 households with at least one elderly member, and 48,924 households with at least one disabled member.

During the 1999-2000 program year, a total of 63,573 households received assistance. This included 31,680 households with at least one elderly member and 38,708 households with at least one disabled member.

Weatherization Assistance Program

The Weatherization Assistance Program provides assistance to low-income households to reduce their fuel costs through increased energy efficiency and consumer education. Priority is given to elderly and disabled households. Services provided by the program include attic, floor and electric water heater insulation; installation of weather-stripping and thresholds; caulking of doors and windows; and installation of storm windows. During the 1998-99 program year, a total of 2,380 homes were served. This included 1,155 homes with at least one elderly member, and 1,655 homes with at least one disabled member.

During the 1999-2000 program year, a total of 1,705 homes were served. This included 885 homes with at least one elderly member and 1,020 homes with at least one disabled member.

FAMILY AND COMMUNITY PROGRAMS

Emergency Shelter Grants Program

The Emergency Shelter Grants Program provides funding to local governments and nonprofit service providers to assist homeless persons in Tennessee. In FY 1998-99, \$1.3 million was made available to 45 private, nonprofit agencies and local governments that served over 23,000 homeless or near homeless persons. Agency support included funds to 17 Family Violence Shelters and 8 local governments. Statistics indicate 56% of the persons assisted were male and 18% were minorities. In FY 1999-00, \$1.3 million was made available to 34 private, nonprofit agencies and local governments that served over 28,000 homeless or near homeless persons. Service agencies included 7 local governments, one university and 26 private, non-profit agencies where 44% of the clients served were male and 15% were minorities.

During both Fiscal Years, funds were provided for a statewide homeless prevention program through the 22 member Community Services Block Grant network. The department also made funds available in both Fiscal Years to the Tennessee-based National Healthcare for the Homeless Council to provide technical assistance to Tennessee shelters to assure vulnerable homeless children receive adequate healthcare.

Community Services Block Grant

The Community Services Block Grant (CSBG) program provides a wide array of emergency and support services in every Tennessee county through an established network of 22 community action and human resource agencies. Each year agencies conduct a local needs assessment to offer programs tailored to the unique needs of the counties they serve. During 1998, CSBG agencies served almost 127,000 low-income, disabled and elderly Tennesseans through

programs ranging from emergency assistance and job counseling, to nutrition and self-sufficiency programs. During 1999, 134,177 individuals were assisted. The CSBG program is continuing to implement a new results-based initiative that will help agencies and the state better assess program effectiveness. The format that has been developed in Tennessee has received national recognition.

CHILD CARE SERVICES

The Child Care Services section is responsible for planning, implementing and coordinating improvements in the child care system using available federal and state dollars. Activities and programs are focused on increasing child care quality, accessibility, and availability.

Child Care Resource and Referral

Resource and Referral is a free child care location and counseling service available to parents through a toll-free number. The staff assists approximately 400 people each month with personalized, detailed information on child care. Callers also receive information regarding the components of "quality" care and what to look for when choosing quality care. Parents and others can also call the toll-free number to register a complaint against a child care agency or check to see if there are complaints against an agency.

Training and Technical Assistance

The Tennessee Early Childhood Training Alliance (TECTA) is a comprehensive child care provider training and recognition system available statewide at no cost or very low cost. Tennessee State University and the Tennessee Board of Regents (TBR) partners with DHS to provide this system at nine TBR sites across the state. Over 1900 providers completed some level of TECTA training in Fiscal Year 1999. The number of providers accessing TECTA training in Fiscal Year 2000 increased to 2,379 (24%) providers. Approximately 2,050 providers completed at least one of the five orientation classes during the two-year period.

Child Care Resource Centers

DHS in partnership with the Tennessee Developmental Disabilities Council and the Maternal and Child Health Division of the Tennessee Department of Health, completed a three-year project to develop regional resource centers across the state. Resource centers assist child care providers with improving their daily child care practices, including children with disabilities in their program and improving health outcomes for children in child care. Tennessee now has twelve resource centers serving the 95 counties of the state.

CHILD CARE AVAILABILITY

Child Care Licensing

There are 149 Child Care Licensing Counselors across the state who license homes and centers, enforce standards, investigate complaints and provide technical assistance to persons interested in establishing child care agencies. In FY 98-99, there were 4,922 licensed agencies (family homes, group homes, and centers) in Tennessee. As of June 30, 2000, there were 4,278 agencies.

Family Child Care Registration

Approximately 12 public and non-profit agencies (Sponsoring Organizations for Family Child Care Registration), under contract with DHS, administer a voluntary registration for family

providers who care for up to four children in their home. The program improves the availability and quality of care choices in rural and urban areas. In FY 98-99, approximately 1,151 homes were registered through this program. As of June 30, 2000, there were 1,017 active registered family child care providers in the state.

Child Care Assistance

DHS provides financial assistance through a certificate program to low-income families who need child care due to employment or job related training. Eligible families work with 12 child care broker agencies that assist them with finding child care. DHS provided care for more than 51,000 children during Fiscal Years 1998-99 and 1999-00. Provider reimbursement rates are currently at the 70th percentile of the market rate.

Tennessee Child Care Facilities Corporation

The Tennessee Child Care Facilities Corporation was established in 1989 by the Tennessee General Assembly to assist in meeting the financial needs of Tennessee's child care industry. The corporation is a quasi-state, non-profit financial agency designed to assist in the enhancement, expansion, and creation of child care facilities through loan guarantees, direct loans, and/or corporate/community partnership grants. The corporation also provides technical assistance and consultation to current and prospective child care operators to improve their business skills and practices.

The Tennessee Child Care Facilities Corporation did not have a default on any direct loans or loan guarantee projects. One direct loan and four corporate/community partnership grants were awarded in 1999. This financial assistance totaled \$105,000, creating and/or enhancing 521 child care spaces and employing or maintaining 81 jobs. In 2000, one direct loan and one corporate/community partnership grant were awarded. This financial assistance totaled \$75,000 to meet licensure and standard requirements.

The Division of Family Assistance administers the state's welfare reform program, Families First. This division also develops policies for a number of other programs for Tennesseans in need of food stamps, child support, Medicaid, cash assistance, job training, and employment. The primary focus of personnel working within this division is helping customers gain the skills and services they need to achieve self-sufficiency.

Child Support Enforcement

Tennessee's child support program is administered by DHS through contracts with 20 district attorneys, two juvenile courts, eight private contractors and one departmentally-operated jurisdiction.

Services include:

- Locating non-custodial parents
- Establishing paternity
- Establishing and enforcing financial and medical support orders
- Reviewing and adjusting support orders
- Collecting and distributing child support payments

Accomplishments:

- Concluded months of work in preparation for the establishment of a central child support payment collection and disbursement point in the state as required by the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. The central collection and disbursement unit requires cooperation and coordination of many entities including employers, clerks of court, state child support enforcement agencies, and non-custodial parents to ensure payments are received at the central collection point with the necessary identifying information to allow prompt and accurate processing. The central child support payment collection and disbursement point was operational on October 1, 1999, and successfully processed a daily average of \$1.3 million and maintained a processing rate of 99.9 percent by the end of FY 99-00.
- Began the development work to implement the Financial Institution Data Match (FIDM). When fully implemented this match will allow an opportunity to locate assets of non-custodial parents deposited in financial institutions as well as assisting to locate non-custodial parents. FIDM is scheduled to begin in the spring of 2001.
- The analysis to develop the Registrar of Deeds automated lien process continues. Automated system enhancements to support this process will begin in June 2001. This process will automatically place liens on property of persons owing back child support payments.
- Treasury offset collections reached an all time high of \$26,379,695 in FY 98-99. In FY 99-00, collections totaled \$22,039,440.
- Unemployment Compensation Offset collections were \$1,491,711 in FY 98 and \$2,951,159 in FY 99. In FY 00, collections totaled \$2,620,696.
- Total child support collections for FY 98 were \$227,800,000. In FY 99 collections increased to \$250,308,302. In FY 00 another increase of \$262,212,964 was reported.

The federal government provides about 66 percent of the funding for the state's program, as well as additional incentive dollars based on cost-effectiveness and performance.

Medicaid Eligibility

The Tennessee Department of Finance and Administration administers the state's TennCare program and contracts with DHS to determine Medicaid eligibility for more than 40 different Medicaid-eligible groups (nursing home residents, Families First customers, foster children, and /or the Medicaid spenddown population of aged, blind, disabled adults, and families with children). Pregnant women and children of certain ages have special income limits to maximize eligibility for this population.

In addition to insuring that Medicaid policies are accurate and conform to federal and state statutes, the DHS Medicaid Eligibility section serves as liaison to the Department of Finance and Administration's TennCare staff to ensure that accurate additions, deletions, and changes of an individual's eligibility and demographic area are made to the database. This process minimizes potential barriers to medical services.

The Medicaid Eligibility Policy section also works to:

- Insure Medicare payments are paid in an accurate and timely manner by the state. This section makes provisions for the Qualified Medicare Beneficiary (QMB) and Special Low-Income Medicare Beneficiary (SLMB) services.
- Manages the QMB Hotline, which disseminates QMB/SLMB application information and solves premium/eligibility problems.
- Coordinates with TennCare staff to quickly resolve system problems, which may impact TennCare eligibles.

- Make decisions on incapacity status for Families First parents.
- In June 1999, DHS covered 481,741 individuals as Medicaid eligible plus 64,264 individuals as QMB-related.
- In June 2000, DHS covered 467,769 individuals as Medicaid eligible plus 63,794 individuals as QMB-related.

FAMILIES FIRST

There have been many new initiatives and successes in the Families First welfare reform program, as it passed its fourth anniversary. Phase II of the program has been launched with over \$50 million in budget improvements being implemented in Fiscal Year 2000. In addition, we have gained recognition at the national level for the exemplary work in job placement for welfare recipients.

Phase II includes:

- A grant increase for those who are unable to go to work and for those who are caring for a relative’s child;
- A four-month extension of transportation assistance;
- A comprehensive, statewide counseling and treatment program for participants and their children who suffer from mental health problems, substance abuse, domestic violence, or learning disabilities;
- A statewide no-interest car loan program; and
- New financial management and parenting classes.

In addition, we have begun offering completion bonuses to participants who reach important milestones in their Families First Work Plan.

The Families First program received national attention two years in a row with its award winning performance in helping welfare recipients gain employment. Tennessee ranked number three in the nation for putting 62% of all unemployed welfare recipients to work in federal Fiscal Year 1998. This ranking earned the state \$6.4 million in High Performance Bonus funds.

In Fiscal Year 99, Tennessee ranked number seven in the nation for putting 65% of all unemployed welfare recipients to work, increasing the High Performance Bonus funds earned by the state to \$9.6 million. In addition, Tennessee tied with five other states in a measure that combines job retention and wage progression. Approximately 80 percent of employed participants stayed in their jobs for at least six months. Of those staying in their jobs for nine months, there was a 24 percent increase in wages.

Tennessee has exceeded the federal minimum work participation standards for three years in a row. This minimum standard is prescribed by law, and there are penalties associated with not meeting the required participation.

In Phase II, DHS plans to build on and learn from past successes and address the more difficult issues that remain ahead in the program.

FOOD STAMPS

The Food Stamp program, financed 100 percent by federal funds and administered by DHS, provides nutritional assistance benefits to children and families, the elderly, the disabled, unemployed and working families. Its importance as a safety net cannot be overemphasized because it provides a mechanism for stretching food dollars for those families and individuals with insufficient income or resources to meet all of their needs. Since the nationwide implementation of the Food Stamp program in 1964, malnutrition has been virtually eliminated, however; hunger and food insecurity continues to exist at unacceptable levels in every state. As a result, a national campaign to end hunger has been initiated by USDA's Food and Nutrition Services. For Tennessee and other states in the southeast region, a goal has been set to eliminate hunger by 2005.

To support the goal of eliminating hunger, access to the program is encouraged through public education (outreach) efforts. Information regarding the availability of Food Stamps, the eligibility criteria and application process is delivered by agencies under contract with DHS to potentially eligible individuals and families through presentations, media announcements and distribution of brochures and flyers.

Customer services are enhanced through the provision of nutrition education focused on economical purchase and preparation of nutritious foods; health-related diets, personal cleanliness and other similar topics to current and potential food stamp participants. Community volunteers such as teachers, child care providers, school food service providers, Food Stamp program participants and others were trained and provided curricula by contracted staff with the Extension Services of two universities. These volunteers or coalition members then conduct classroom instructions and demonstrations related to nutrition knowledge and skills. In addition, the media and nutrition publications aid in providing awareness.

Benefits, which have traditionally been issued as coupons redeemable for food purchases, are now issued and accessed electronically using a benefit security card.

A total of over \$35,000,000 is issued in food stamp benefits each month. In Federal Fiscal Year 1999, an average of 219,000 households representing approximately 510,000 persons participated in the Food Stamp program each month. During Federal Fiscal Year 2000, participation declined slightly to an average of 215,000 households representing approximately 500,000 persons. During this two-year period, the average household size was 2.3 persons, and the average monthly benefit was \$162.

Accomplishments

- In FY 99, implemented successful corrective action initiatives resulting in the achievement of payment accuracy goals for the second consecutive year.
- Ten of sixteen \$6 million counties received Food and Nutrition Services-Southeast Regional Office awards for achieving payment accuracy goals and the state was given a certificate of merit as the most improved in payment accuracy of all the southeastern states for FY 99.
- DHS received national recognition and commendation for “a comprehensive nutrition education state plan encouraging community partnerships to address food stamp household needs in Fiscal Year 1999.”
- Maintain an active Corrective Action Advisory Committee focused on error analysis and corrective action activities, which has had a positive impact on payment accuracy.

- During Fiscal Year 1999, the nutritional education program expanded from 70 to 74 counties. In FY 00, the program increased to 80 counties.
- An additional public education provider was granted a contract in October 1999 to expand outreach efforts from 30 to 49 counties in under-served areas.
- Held a statewide Payment Accuracy Conference as well as one-day Payment Accuracy Workshops in each district during Fiscal Year 00.
- In FY 00, a workgroup of state office and field staff convened to develop food stamp policy training packages for use in the field offices.
- During FY 00, quarterly reporting of income for households with earnings was implemented. This policy was developed as an error reduction method, as well as providing working families the option of telephone interviews to avoid taking time off from work.
- Initiated the “Tennessee 2000 Go for the Goal” payment accuracy campaign to reduce errors and earn enhanced administrative funding as the ultimate goal.

Goals

- Fully implement all modules of computer-based training on Food Stamp policy developed by the cooperative efforts of Food Stamp policy and Family Assistance Training sections.
- Expand nutritional education program into all 95 counties.
- Achieve enhanced administrative funding as a result of the “Go for the Goal” payment accuracy initiative and maintain a payment accuracy rate of 94.5%.
- Continue to identify and implement program and policy initiatives designed to increase access to food stamp benefits for Tennessee’s working poor.
- Expand the food stamp public education program to reach all of the state’s needy citizens.
- Work collaboratively and cooperatively with other state departments, agencies, organizations, groups and individuals to develop and initiate a strategic plan for eliminating hunger by 2005.

Electronic Benefit Transfer

Working closely with other states, DHS successfully implemented the new Electronic Benefit Transfer (EBT) system for dispersing food stamps and other benefits. By using an EBT card, similar to a bank debit card, we are providing faster and more efficient services to recipients and saving taxpayers’ money. The new system was fully implemented in 1999, three years before the federally-mandated deadline.

Robert Bumbalough, Assistant Commissioner

Essential administrative support services are provided by the following sections under the Division of Administrative Services: Fiscal Services, Office Services, Information Systems, Investigation and Administrative Review.

Administrative Review

The Administrative Review section received 2,969 appeals for fair hearings during FY 98/99 and 3,993 appeals during FY 99/00 from applicants or recipients of assistance who were dissatisfied with actions taken by the Department of Human Services. This section also received 873 requests during FY 98/99 for Administrative Disqualification Hearings and 302 requests during FY 99/00. The Quality Control Unit reviewed 3,286 food stamp and Medicaid cases for 98/99 and 2,969 cases for FY 99/00 to meet federal QC regulations. In addition, 34

Management Evaluation reviews were conducted during FY 98/99 and 38 were conducted during FY 99/00 for the Food Stamp program.

Information Systems

- The Automated Client Certification and Eligibility Network for Tennessee (ACCENT) system was modified to permit the Department of Children’s Services foster care staff to enter the IVE foster care cases into the ACCENT system for eligibility and case management processing. Conversion to and continued maintenance of the foster care cases in the ACCENT system provides a more comprehensive system support for foster care staff. In addition, this change prevented the necessity of bringing the TWISS system (formerly used for IVE cases) into Y2K compliance. On January 1, 2000, all systems were 100% compliant.
- A complex subsystem matching Temporary Assistance for Needy Families (TANF) recipients with ACCENT and Clearinghouse data was developed permitting Tennessee to compete for TANF High Performance Bonus funds of several million dollars beginning in FY 99.
- An up-time statistics system to log and track up time for all DHS mainframe systems was developed and implemented in FY 99. This provides a record of system availability for field staff and assists in monitoring system performance objectives identified in the strategic plan.
- Using data from multiple systems and following complex federal rules, the Department developed TANF federal reports and met the deadline for transmitting FY 98 reports.
- The Information Systems section continued Y2K modifications and testing. With ACCENT, the Department met the November 1998 Y2K compliance date mandated by U.S. Department of Agriculture (USDA). The Tennessee Child Care Management System (TCCMS) was rewritten to accommodate upgraded versions of the operating system and bring the system into Y2K compliance.
- In FY 00, over 750 new or upgraded computers were installed for staff in Vocational Rehabilitation, Adult Protective Services, Investigations and some Family Assistance staff providing enhanced computing services for individuals.
- In January 1999, the Montgomery County Child Support Office suffered extreme damage as a result of a catastrophic tornado. Information Systems assisted with hardware installation and connectivity permitting the office to become operational in a very short time and assisted with multiple relocation efforts for the office over the 8 months following the tornado.
- In FY 99-00, the Child Support System, TCSES, was modified to support the federally mandated requirements for centralized collection of child support payments.
- During FY 99-00, the Department accomplished the replacement of all Family Assistance Telex terminals with PC’s and thin clients in the rural districts allowing more flexibility for system support for Family Assistance staff.
- An extensive overhaul of the ACCENT notices subsystem was accomplished during FY 00, producing more detail and easier readability in customer notices. The ACCENT system provides notices for all TANF, Food Stamps and Medicaid customers.

Investigations

- The Investigation Section increased claims prepared from \$11,879,835 in FY 98-99 to \$12,450,000 in FY 99-00.
- Investigations increased overpayment collections from \$6,489,657 in FY 98-99 to \$7,000,987 in FY 99-00.
- In Fiscal Year 99-00, investigations increased food stamp and Families First disqualifications due to fraud from 3,860 cases in FY 98-99 to 5,998 in FY 99-00.
- Investigations conducted 1,116 Front End Investigations resulting in cost savings of \$6,800,000 in benefits that were never issued in FY 99-00.
- Investigations cooperated with State law enforcement agencies in locating over 1,000 fleeing felons active on DHS rolls.

Carl Brown, Assistant Commissioner

The major objective of personnel in the Division of Rehabilitation Services is to assist Tennesseans with disabilities gain employment, live as independently as possible, and to receive timely and accurate decisions on their applications for Social Security Disability Insurance Benefits or Supplemental Security Insurance benefits. To receive services from this division, individuals with disabilities may contact staff in Vocational Rehabilitation, Services for the Blind and Visually Impaired, Tennessee Council for the Hearing Impaired (TCHI), Disability Determination Services (DDS) or the Rehabilitation Facilities Section. These five sections provide direct and indirect services to customers. Funding for the division's basic programs is provided through state and federal appropriations.

Vocational Rehabilitation Services

This program provides individualized services for people with disabilities. Rehabilitation personnel prepare individuals to enter or return to employment by providing services such as physical or mental restoration, training, job placement and other services.

Rehabilitation Facilities

The Tennessee Rehabilitation Center (TRC) is a comprehensive residential rehabilitation facility in Smyrna, Tennessee, which serves a statewide population and has a program capacity of 198 customers. Comprehensive vocational evaluation, work adjustment, occupational skill-training, medical rehabilitation, visually impaired services and services for persons with traumatic brain injury are offered.

The Tennessee Vocational Training Centers (TVTC) are a network of 18 facilities throughout the state that provides vocational evaluation, work adjustment, and job placement in local communities. Facility network services provide an essential role in preparing and placing disabled Tennesseans into the labor market.

Services For the Blind and Visually Impaired

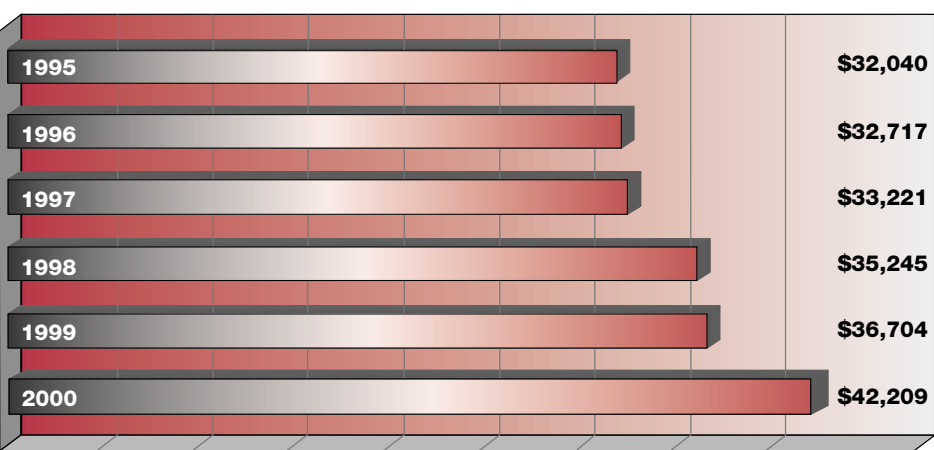
This section provides specialized services to assist Tennessee citizens who are blind or visually impaired. Services are provided on an individualized basis. Specific program areas include Vocational Rehabilitation, Rehabilitation Teaching, Independent Living Services to Older Blind Individuals, Prevention of Blindness Services and Tennessee Business Enterprises (TBE).

In 1999:

- The Vocational Rehabilitation program successfully placed 324 customers.
- About 465 cases were closed through the Rehabilitation Teaching program.
- The Tennessee Business Enterprises had 163 vending facilities.

ANNUAL EARNINGS OF 6,152 CUSTOMERS REHABILITATED		
	FY 1998-1999	FY 1999-2000
ANNUALIZED EARNINGS BEFORE REHABILITATION	\$11,099,712	\$11,342,136
ANNUALIZED EARNINGS AFTER REHABILITATION	\$80,469,376	\$86,199,188
NET EARNINGS INCREASE	\$69,369,664	\$74,806,992

TENNESSEE BUSINESS ENTERPRISES



Annual Earnings Per Blind Worker

Disability Determination Services (DDS)

DDS staff makes disability determination decisions on Social Security Disability Insurance (SSDI) claims and Supplemental Security Income (SSI) claims. This program is 100 percent federally-funded by the Social Security Administration.

DIVISION ACCOMPLISHMENTS

- Provided vocational rehabilitation assistance to 49,307 individuals with disabilities in FY 1999 and 52,808 individuals with disabilities in FY 2000. Both years exceeded the goals for individuals served and represented all-time highs for the Division of Rehabilitation Services. Of those served, 6,152 entered gainful employment in FY 99 and 6,154 in FY 00.
- During FY 99, processed 106,258 Social Security Administration disability claims through DDS. In FY 00, 106,442 claims were processed.
- Generated \$22.3 million in sales through TBE with average earnings per blind vendor of \$36,704 in FY 1999. Sales increased by 15 percent during FY 00.
- In FY 00, established a statewide Newsline Service providing automated newspaper reading services to visually-impaired persons.
- Continued the contract with the University of Memphis for conducting customer satisfaction surveys to evaluate program outcomes. Achieved a 96% satisfaction rate in FY 99 and FY 00.
- Beginning in FY 98-99, conducted 66 training programs on the Americans with Disabilities Act (ADA) for businesses, nonprofit organizations, local and state governments. Technical assistance was provided to 1,666 businesses through the Tennessee Committee for Employment of People with Disabilities.
- ADA newsletters were disseminated monthly to more than 900 individuals and businesses across the state in FY 99.
- Increased the number of Transition School to Work students with disabilities served by expanding the case manager cooperative agreements with local education agencies for a total of 59 case managers in FY 98-99.
- Expanded and enhanced computer technology (office automation) throughout the Division of Rehabilitation Services during the last two years. All staff in the Division has state of the art personal computers with access to e-mail, Internet, and other software packages to improve operations and enhance service delivery to clients. The Division began development of the Case Management Activity Tracking (C-MAT) system during FY 2000.

- For FY 1998-1999 and 1999-2000, the Job Objectives and Behavioral Services (JOBS) program maintained an average of 14 weeks for graduates to complete the program, which indicates the streamlining efforts in the JOBS program continues to be successful at reducing the length of the program. There were 177 clients served in FY 99-00, which is an increase of 8 percent over FY 98-99.
- A new Transitional Life Skills Program opened in October 1999 with students beginning classes in November 1999. The first graduates were recognized in April 2000.

DIVISION GOALS

- Provide Vocational Rehabilitation Services to more than 50,000 Tennesseans with disabilities, an all-time high. Approximately 6,300 of these individuals will gain employment.
- Continue to expand the case manager services to Transition School to Work students. Add at least three new school systems to the case manager services Transition School to Work Program.
- Continue to expand cultural diversity in the division by recruiting and hiring minority staff and implementing outreach to the underserved population of the state.
- Continue to develop and implement a computer-based customer casework system integrated in Case Management and Activity Tracking (C-MAT) System.
- Continue implementation of a Comprehensive System of Personnel Development to ensure qualified rehabilitation counselors as required by the '98 Amendments to the Rehabilitation Act.
- Expand the job placement services provided to the rehabilitation facility network.
- Increase funding for client case services for Vocational Rehabilitation and Blind Services.
- Continue to expand occupational skills training programs at the Tennessee Rehabilitation Center.
- Continue to upgrade vocational evaluation equipment and test materials within the facility network to meet current labor market needs.
- Continue collaboration with the Workforce Development System throughout the state.

SUCCESSFUL CLOSURES--DISABLING CONDITIONS				
	FISCAL YEAR 1998-1999		FISCAL YEAR 1999-2000	
DISABLING CONDITION	NUMBER	PERCENTAGE	NUMBER	PERCENTAGE
VISUAL IMPAIRMENTS	329	5.3%	348	5.7%
HEARING IMPAIRMENTS	268	4.4%	259	4.2%
ORTHOPEDIC/AMPUTATION	917	14.9%	854	13.9%
MENTAL/EMOTIONAL DISABILITIES	975	15.8%	1,083	17.6%
ALCOHOL/DRUG ABUSE	716	11.6%	708	11.5%
MENTAL RETARDATION	879	14.3%	935	15.2%
SPECIFIC LEARNING DISABILITIES	1,359	22.1%	1,301	21.1%
TRAUMATIC BRAIN INJURY	108	1.8%	83	1.3%
CARDIOVASCULAR	76	1.2%	67	1.1%
EPILEPSY	77	1.3%	70	1.1%
OTHER DISABLING CONDITIONS	448	7.3%	446	7.2%
TOTAL	6,152	100.0%	6,154	100.0%

Personnel

The Personnel staff is responsible for administering personnel polices and procedures in accordance with Civil Service rules and regulations. Duties and responsibilities assigned to this work unit include:

- Recruitment and hiring
- Salary policy administration
- Leave and attendance
- Employee benefits
- Classification/compensation
- Employee recognition program
- Affirmative Action and Equal Employment Opportunity
- Americans with Disabilities Act
- Employee job performance evaluation program
- Employee relations
- Grievances
- Employee Suggestion Program
- Training

The DHS Personnel office is located in Nashville and has “outstationed” staff in Knox, Hamilton, Davidson, Madison and Shelby counties.

Planning

The Office of Planning is responsible for fiscal and administrative tasks that include all divisions of the department.

The unit's primary responsibilities include:

- Providing statistical support to the department's Fiscal Services section. To achieve accurate cost allocation of federal funds, the statistical analysts and clerical staff operate the agency's Random Moment Sampling System. Analysts annually process over 46,000 individual Random Moment Study strikes.
- Developing and completing a wide range of department reports for federal agencies.
- Conducting special studies and analyses at the request of senior management.
- Coordinating departmental disaster response plans, field direction of disaster response and recovery programs, and administration of the Individual and Family Grant (IFG) Program.
- During FY 1998-99, the IFG Program was implemented on four separate occasions by Presidential Disaster Declaration. As a result of these implementations, 1,334 Tennessee families received needed disaster assistance through grants totaling nearly \$2.5 million. Due to implementation of the state's IFG program, the Federal Emergency Management Agency's Disaster Housing Program (DHP) was eligible for implementation. DHP grants totaling in excess of \$1.5 million were also provided to 1,134 Tennessee disaster victims.

Internal Audit

The objective of Internal Audit is to assist members of the department in the effective discharge of their responsibilities. The staff performs systematic reviews to ensure that adequate internal controls are in place and to determine compliance with applicable laws, regulations, program requirements, policies and procedures. Internal auditors are also assigned special projects, particularly matters involving fraud or unusual matters. This section coordinates external audits or reviews to the different programs administered by the department, and participates in the implementation of corrective actions if any.

General Counsel

The Office of General Counsel provides legal assistance regarding departmental programs. Its staff conducts legal research of state and federal laws and regulations that affect department programs. This office also provides legal advice and training to State Office, District and County staff, prepares legal documents, and provides legal representation in administrative and judicial proceedings. In addition, the staff prepares regulations to implement the department's programs. The General Counsel and the Deputy General Counsel review all legislation that may affect the department, prepare necessary legislation, and represent the department in the Tennessee General Assembly.

Budget

The overall objective of this section is to identify, develop and maintain financial data that is useful to management in developing and evaluating DHS programs. Specifically, the Budget staff is responsible for several financial and administrative functions such as the preparation of the DHS budget. Personnel also provide financial management data, analysis of state and federal legislation, and budgetary support to program staff.

Communications

The DHS Communications Unit coordinates the department's public information and public relations efforts, serves as media consultant to DHS supervisors and executive staff, and provides assistance with planning, writing, editing, and printing agency publications. Among the accomplishments of the unit during FY 1998-99 &1999-00:

- Distributed 75 DHS news releases, opinion articles, and public meeting notices to Tennessee media promoting the agency's programs and services in FY 98-99. In FY 99-00, 83 news releases, opinion articles, and public meeting notices were sent to media.
- Assisted the Governor's Press Office with releasing major information concerning Child Care issues, changes in Child Support Distribution, and performance updates of the Families First program.
- Coordinated Phase I of the "Jump Start Their Future" Child Care campaign, a consumer education campaign for parents with children in child care. Phase II began in FY 99-00.
- Produced a quarterly departmental newsletter for all employees.
- Assisted with the department's "Summer Child Care Safety Awareness Campaign" beginning in FY 98-99.
- Coordinated the publicity for the implementation schedule of the Electronic Benefit Transfer program and created printed information on the process in FY 98-99.
- Assisted staff with the Child Care reform effort in FY 99-00.
- Began the improvements to the department's web site in FY 98-99.
- Assisted staff with producing more than 20 publications in FY 98-99. Almost 30 were produced in FY 99-00.

DISTRICT	ADMINISTRATIVE DISTRICT DIRECTORS	TELEPHONE	FAX #	E-MAIL#
1 & 2	Dave Avans - 531 Henley St. Suite 210, Knoxville 37902-2810.....	865-594-6051	865-594-5729	DEE47AA*
3 & 4	Susan Kirk - 311E. Martin Luther King Blvd., Chattanooga 37403-4108.....	423-634-6751	423-634-6760	DEE33AA*
5	Lionel Senseney - 1616 Church Street, Nashville 37203-2900.....	615-741-3701	615-327-2241	DEE19AA*
6	Willie Caruth - 1000 2nd Avenue, North, Nashville 37202-1028.....	615-532-4210	615-532-4341	DEE19A6*
7	Onslow Davis - 225 Martin Luther King, Jr. Drive, Ste. 202B., Jackson 38301-6987.....	901-423-5850	901-423-5600	DEE55AA*
8	Linda Williams - 170 N. Main St., 9th Floor, Memphis 38103.....	901-543-7351	901-543-6084	DEE79AA*

	DISTRICT 1			
Jerry Whaley	Family Assistance - 531 Henley St., Suite 210, Knoxville 37902-2810.....	865-594-6051	865-594-5729	DEC90AA*
Frank Huscroft	Rehab. Services - P. O. Box 2120, 905 Buffalo St., Johnson City 37605.....	423-434-6934	423-434-6963	DER9001*

	AREA MANAGERS			
*Anderson	Doris Ripley - 439 S. Charles G. Seivers Blvd., Clinton 37716-3920.....	865-457-3660	865-457-0335	DEE0101
*Blount	Carol C. Richardson - 303 Home Ave., Maryville 37801-3970.....	865-981-2350	865-981-5685	DEE0501
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Jefferson	Danny Meredith - P.O.Box 490 Weaver Bldg,1050 S.Hwy. 92, Dandridge 37725.....	865-397-9401	865-397-1373	DEE4501
Johnson	Jack Lee Hensley - 150 E.Main St.,Mountain City 37683-1610.....	423-727-7704	423-727-4404	DEE4601
Loudon	Brenda Miller - 301 South C St., Lenoir City 37771-2824.....	865-986-4751	865-988-8074	DEE5301
*Monroe	Brenda Miller - P.O.Box 188 (37354-0188), 876 Englewood Rd. Madisonville 37354.....	423-442-7403	423-442-7408	DEE6001
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*Roane	Elizabeth Holiway - 315 Race St., E., Kingston 37763-2828..	865-376-3491	865-717-1057	DEE7301
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Sevier	Pat Gregory - 815 Dolly Parton Parkway, Sevierville 37862-3698.....	865-429-7005	865-429-7051	DEE7801
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Union	Richard Dalton - P. O. Box 40 (37807-0040), 701 Main St., Maynardville 37807.....	865-992-5802	865-992-7250	DEE8701
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Betty Lay	Investigations (Dist. 1 & 2) 531 Henley St.,Suite 325, Knoxville 37902-2810.....	865-594-6730	865-594-6728	DEI4701*
Don Bosch	Rehab. Services - 531 Henley St., Suite 520, Knoxville 37902.....	865-594-6720	865-594-6535	DER4701*

	DISTRICT 3			
Marie Blair	Family Assistance W. 1020 Broad St., Smithville 37166-2501.....	615-597-4725	615-597-5964	DEC21AA*

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Bledsoe	Samuel Anderson - P.O.Box 396 (37367-0396), 218 B N. Main St., Pikeville 37367.....	423-447-2193	423-447-6968	DEE0401
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Cannon	Karen Hale - P. O. Box 370 (37190-0370) 325 Bryant Lane, Woodbury 37190-1629.....	615-563-4051	615-563-6262	DEE0801
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* Warren	Karen Hale - 1200 Belmont Dr., McMinnville 37110-8652.....	931-473-9633	931-473-3796	DEE8901
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Jeffery Smith	Investigations (Dist. 3 & 4) 540 McCallie Ave., Chattanooga 37402.....	423-634-6195	423-634-6183	DEI3302*
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Barbara Beltz	Rehab. Services - P. O. Box 457(38401-0457), 209 Wayne St., Ste. 1, Columbia 38401.....	931-380-2563	931-380-2567	DER6001*
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Cheatham	Tony Cowan - P. O. Box 218 (37015-0218), 318 Frey St., Ashland City 37015-1734.....	615-792-5628	615-792-9280	DEE1101
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*Dickson	Phyllis N. Green - 222 State Street, Dickson 37055-2084.....	615-441-6200	615-441-6185	DEE2201
Franklin	Wes Parker - P.O.Drawer 560 (37398-0560), 708 S.College St.,Winchester 37398-2212.....	931-962-1150	931-962-1141	DEE2601
Giles	Shirley Williams - 219 Village Square, Pulaski 38478-2929...	931-424-4001	931-424-4031	DEE2801
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*Maury	Shirley Williams - P.O.Box 800 (38402-0800), 209 Wayne St., Columbia 38401-4526.....	931-380-2552	931-380-3396	DEE5801
*Montgomery	Phyllis Hamilton - 350 Pageant Lane, Ste. 301, Clarksville 37040-3854.....	931-648-5500	931-572-1666	DEE6101
Moore	Wes Parker - P.O.Box 202 (37352-0202), 241 Main St., Ste. 105, Lynchburg 37352-8300...	931-759-7181	931-759-5917	DEE6201
Perry	Mary Brazil - P.O.Box 902 (37096-0902), 106 W. Main St., Linden 37096.....	931-589-2193	931-589-3641	DEE6801
*Robertson	Tony Cowan - 809 S. Mabel St., Springfield 37172-2924.....	615-382-2402	615-382-3135	DEE7401
*Rutherford	Henry Washington, Jr. -1711B Old Fort Pkwy. Murfreesboro 37129-3338.....	615-848-5153	615-848-5107	DEE7501
Stewart	Phyllis Hamilton - P. O. Box 370 (37058-0370), 1011 Spring St., Dover 37058-3302.....	931-232-5304	931-232-0085	DEE8101
*Sumner	Carolyn Rush - 447 E. Broadway, Gallatin 37066-2322.....	615-451-5814	615-451-6394	DEE8301
Trousdale	Joanne Smith - 205 E. Main St., Hartsville 37074-1705.....	615-374-3513	615-374-3237	DEE8501
Wayne	Jimmy Kimble - P.O.Box 687 (38485-0687), 540 C. Hwy. 64 East., Waynesboro 38485.....	931-722-3431	931-722-7881	DEE9101
*Williamson	Mary Brazil - 203B Beasley Dr., Franklin 37064-3907.	615-790-5500	615-790-5652	DEE9401
*Wilson	Joanne Smith - 712 N. Cumberland, Lebanon 37087-2312.....	615-443-2751	615-443-2761	DEE9501
	DISTRICT 6 - DAVIDSON COUNTY			
Jean Brown	Area Manager - P.O.Box 1135 (37202-1135) 1000 2nd Ave., N.,Nashville 37202-1028.....	615-532-4507	615-532-4341	DEE19AB
Judy Smith	Family Assistance - P.O.Box 1135, 1000 2nd Ave., N.,Nashville 37202-1028.....	615-532-4506	615-532-4341	DEC19AA*
Connie Collier	Investigations (Dist. 5 & 6) P.O.Box 1135, 1000 2nd Ave., N.,Nashville 37202-1028.....	615-741-0466	615-253-1704	DEI1902*
Robbie Pillow	Rehab. Services - 88 Hermitage Avenue, Nashville 37210-2193.....	615-741-1606	615-741-8180	DER1901*
	DISTRICT 7			
Vacant	Family Assistance - 1263 U.S. Highway 45 ByPass N., Trenton 38382-4006.....	731-855-7809	731-855-7854	DEC27AA*
John Warmath	Rehab. Services - 225 Martin Luther King Blvd. Suite 104, Jackson 38301-6987.....	901-423-5620	901-426-0563	DER5701*
	AREA MANAGERS			
Benton	James Cantrell - P. O. Box 897 (38320-0897) 216 641 N. Hwy., Camden 38320-1330.....	731-584-4712	731-584-3055	DEE0301
*Carroll	James Cantrell - P. O. Box 526(38344-0526) 20810 E. Main St. Huntingdon 38344-4237.	731-986-2554	731-986-8652	DEE0901
*Chester	Kay Cromwell - 1306 U.S.Hwy. 45, North, Henderson 38340-4003.....	731-989-5144	731-989-0422	DEE1201
Crockett	Sue S. Milligan - P. O. Box 128 (38001-0128), 169 N. Cherry St., Alamo 38001-1736.....	731-696-5441	731-696-3024	DEE1701
Decatur	Margaret Milam - P. O. Box 8 (38329-0008), 425 W. Highland St., Decaturville 38329-958	731-852-2981	731-852-4612	DEE2001
*Dyer	Linda Wilkerson - 640 L. Hwy. 51 By-Pass, E., Dyersburg 38024-2067.....	731-285-8305	731-288-8008	DEE2301
*Fayette	Esther Gurkin - P.O.Box 278(38068-0278),108 Kay Dr., Somerville 38068-1210.....	901-465-7334	901-465-7376	DEE2401
*Gibson	Sue S. Milligan - P.O.Box 188 (38382-0188), 1246-A Manufacturer's Row, Trenton 38382...	731-855-7800	731-855-7855	DEE2701
Hardeman	Kay Cromwell - P. O. Box 247 (38008-0247) 795 Tennessee St, Bolivar 38008-2441.....	731-658-5545	731-658-1559	DEE3501
Hardin	Margaret Milam - 2100 Wayne Rd., Savannah 38372-2238.....	731-925-4968	731-926-1620	DEE3601
Haywood	Esther Gurkin - 1199 South Dupree, Brownsville 38012-3238.....	731-772-4242	731-779-0151	DEE3801
*Henderson	Margaret Milam - P.O.Box 70 (38351-0070), 337 West Church St., Lexington 38351-2096...	731-968-3652	731-968-6164	DEE3901
Henry	James Cantrell - P. O. Box 430 (38242-0430), 1303 Wood St, W., Paris 38242-5721.....	731-644-7350	731-644-7400	DEE4001
Lake	Linda Wilkerson - 760 Everett St., Tiptonville 38079-1608.....	731-253-7716	731-253-3326	DEE4801
Lauderdale	Mayzelle Moore - 417 S. Washington St., Ripley 38063-2049.....	731-635-4141	731-221-0935	DEE4901
*Madison	Martha Childress - 1124 Whitehall, Suite E, Jackson 38301-9911.....	731-426-0873	731-427-7855	DEE5501
McNairy	Kay Cromwell - 855 E. Poplar, Selmer 38375-1832.....	731-645-7994	731-645-8488	DEE6501
Obion	Christy Dilday - P. O. Box 428 (38261-0428), 1416 Stad Ave., Union City 38261-5542..	731-884-2603	731-884-2660	DEE6601

*Tipton	Mayzelle Moore- 724 Naifeh Plaza Hwy. 51 N., Covington 38019-2453.....	901-475-2505	901-475-2617	DEE8401
*Weakley	Christy Dilday - P. O. Box 729 (38225-0729), 8616 Hwy 22, Dresden 38225-2308.....	731-364-2366	731-364-2348	DEE9201

	DISTRICT 8 - SHELBY COUNTY	TELEPHONE	FAX #	E-MAIL#
Linda Williams	Administrative District Director - 170 North Main, 9th Fl., Memphis 38103.....	901-543-7351	901-543-6084	DEE79AA *
Mary L. Smith	Family Assistance - 170 North Main, 9th Fl., Memphis 38103.....	901-543-7351	901-543-6084	DEC79AA*
Dorothy Myers	Investigations - 170 N. Main, 9th Fl., Memphis 38103.....	901-320-7500	901-320-7506	DEI7925*
Annyce Luckett	Rehab. Services - 170 N. Main, 9th Fl., Memphis 38103.....	901-543-7301	901-543-6036	DER7901*

	TENNESSEE REHABILITATION CENTER			
David Holmes	460 9th Avenue, Smyrna 37167.....	615-741-4921	615-355-1373	DER7501*

	Vocational Training Centers			
Camden	Kenneth Arnold - 168 South Forest Ave., Camden 38320.....	731-584-7015	731-584-6795	DER0390
Clarksville	Brenda Musgrave - 1241 Highway Dr., Clarksville 37040.....	931-648-5560	931-648-6329	DER6390
Cleveland	Mike Rutmeyer - 2895 Bates Pike, Cleveland 37323-6805.....	423-478-0332	423-559-4994	DER0690
Columbia	Kara Huckaby - 206 Wayne St., Columbia 38401.....	931-380-2550	931-380-2551	DER6090
Cookeville	Sandra Shepherd - 1605 Brown Ave., Cookeville 38501.....	931-526-4721	931-526-4705	DER7190
Dyersburg	John Dunahoo - 1365 Morgan Rd., Dyersburg 38024.....	731-286-8313	731-286-8361	DER2390
Elizabethton	Alan Jenkins - 510 Cherokee Park Drive, Elizabethton 37644.....	423-542-4159	423-542-3568	DER1090
Franklin	Pat Plumlee - 1405A Brookwood Ave., Franklin 37064.....	615-790-5509	615-790-5972	DER9490
Gallatin	Suzanne Hilgadiack -P.O. Box 1373, 1180 Longhollow Pike, Gallatin 37066.....	615-451-5826	615-451-5883	DER8390
Greeneville	Marylee McGlothlin - 241 Baileytown Rd., Greeneville 37745.....	423-639-5148	423-639-1084	DER3090
Lafayette	Jeanine Nichols - P. O. Box 299, Hwy. 52 ByPass, Lafayette 37083.....	615-666-2179	615-666-5113	DER5690
Manchester	James O. Coop - 1200 Oakdale St., Manchester 37355.....	931-723-5070	931-723-5085	DER1690
Maryville	James Brown - 1627 Percheron Ave., Maryville 37801.....	865-981-2382	865-981-5600	DER0590
Murfreesboro	Karen Baker - 1132 Haley Road, Murfreesboro 37129.....	615-898-8088	615-898-8099	DER7590
Paris	Sam Goodman - 1108 Tyson Ave., Paris 38242.....	731-644-7363	731-644-7405	DER4090
Shelbyville	Elizabeth Strobe - P. O. Box 496, 1304 Railroad Ave., Shelbyville 37160.....	931-685-5017	931-685-1380	DER0290
Union City	Margaret Lee Neal - 314 Florida St., Union City 38261.....	731-884-2600	731-884-2613	DER6690
Winchester	Debra Riddle - P. O. Box 116, 135 Baxter Lane, Winchester 37398.....	931-962-1162	931-962-1169	DER2690

* Area Manager Mailing Address/Contact Office

Note: E-Mail I.D.'s for specific counties are the County Mail Box Numbers (Not the Area Manager). Area Manager E-Mail I.D.'s and addresses are listed below.
The * beside a Director's E-Mail address indicates they are on a LAN. The LAN addresses are listed below for each Director.

***On February 12, 2001 all counties previously in the 901 area code, were changed to 731, **EXCEPT** Shelby, Fayette and Tipton counties.

AREA MANAGERS	E-MAIL ---	LAN	AREA MANAGERS	E-MAIL ----	LAN	DIRECTORS	
NAME	I.D.'S	ADDRESS	NAME	I.D.'S	ADDRESS	Avans, Dave	DE01S47
Anderson, Sam	DEE56AB	3301S01	Kimble, Jimmy	DEE51AB	1910S03	Beltz, Barbara	DE01S19
Barry, James	DEE31AB	1910S03	Meredith, Danny	DEE32AB	OIRHOST1	Bible, Andrea	3301S01
Boles, Lester	DEE71AB	1910S03	Milam, Margaret	DEE39AB	DE01S55	Blair, Marie	1910S03
Brakebill, Mary	DEE30AB	DE01S90	Miller, Brenda	DEE60AB	OIRHOST1	Boeving, Roger	DE01S79
Brazil, Mary	DEE94AB	1900S01	Milligan, Sue	DEE17AB	DE01S55	Bohanan, Ed	DE70S19
Brown, Jean	DEE19AB	DE01S19	Moore, Mayzelle	DEE84AB	DE01S55	Bosch, Don	DE01S47
Calhoun, David	DEE90AB	DE01S90	Muse, Catherine	DEE82AB	OIRHOST1	Brown, Jean	DE01S19
Cantrell, James	DEE09AB	OIRHOST1	Parker, Wesley	DEE02AB	1910S03	Caruth, Willie	DE01S19
Childress, Martha	DEE55AB	OIRHOST1	Prewitt, Dennis	DEE0710	DE01S47	Collier, Connie	DE01S19
Cook, Gayle	DEE57AB	1910S03	Richardson, Carol	DEE05AB	OIRHOST1	Vacant	DE01S79
Cowan, Tony	DEE74AB	1910S03	Ripley, Doris	DEE01AB	DE01S47	Davis, Onslow	DE01S55
Cromwell, Kay	DEE12AB	OIRHOST1	Romer, Denise	DEE25AB	1910S03	Huscroft, Frank	DE01S90
Dalton, Richard	DEE29AB	DE01S47	Rush, Carolyn	DEE83AB	1900S01	Kirk, Susan	3301S01
Dilday, Christy	DEE92AB	DE01S55	Smith, Joanne	DEE55AB	1910S03	Knapstein, Edie	3301S01
Goldston, Allen	DEE06AB	3301S01	Webster-Baker, Carol	DEE80AB	1910S03	Lay, Betty	DE01S47
Green, Phyllis	DEE22AB	1910S03	Washington,Henry			Vacant	3301S01
Gregory, Pat	DEE15AB	DE01S47	Wilkerson, Linda	DEE75AB	1910S03	Mills, Carolyn	DE01S19
Vacant	DEE56AB	3301S01	Williams, Shirley	DEE23AB	DE01S55	Myers, Dorothy	DE01S79
Gurkin, Esther	DEE24AB	OIRHOST1		DEE58AB	1910S03	Senseney, Lionel	1910S03
Hale, Karen	DEE89AB	1910S03				Andrea Bible	3301S01
Hamilton, Phyllis	DEE61AB	1910S03				Smith, Jeff	3301S01
Hensley, Jack	DEE10AB	DE01S90				Smith, Judy	DE01S19
Hepler, Tommy	DEE37AB	DE01S90				Smith, Mary	DE01S79
Holiway, Elizabeth	DEE73AB	DE01S47				Warmath, John	DE01S55
Jones, Catherine	DEE64AB	4701S01				Whaley, Jerry	DE01S47
						Williams, Linda	DE01S79

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